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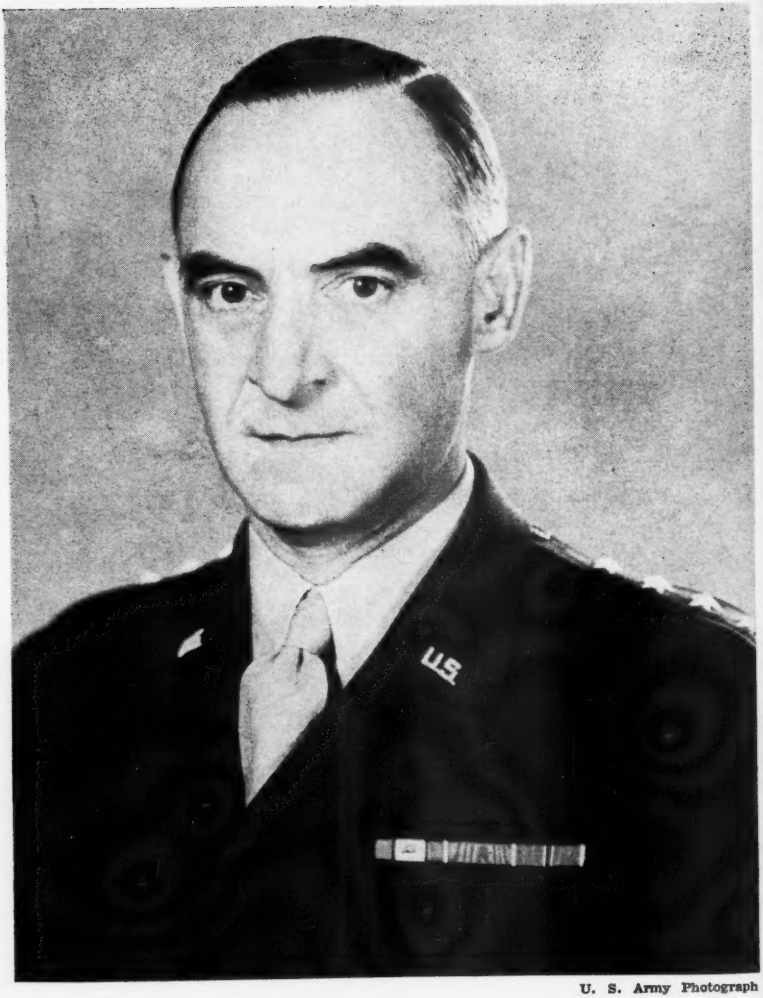

U. S. Army Photograph

GENERAL LUCIUS D. CLAY

COMMANDER IN CHIEF, EUROPEAN COMMAND
AND
MILITARY GOVERNOR, UNITED STATES ZONE OF GERMANY

GERMANY--FOUR YEARS OF OCCUPATION

Written for the Army Information Digest at the direction of General Lucius D. Clay

ONE day, four years ago, a United States Army engineer put his platoon to work building a bridge across a German river. In a German town a Military Government detachment was screening Germans and selecting a burgomeister. A Signal Corps outfit was splicing telephone cables. A sergeant was giving his K ration to a German child. The Occupation of Germany had begun.

It is not necessary to describe at length the state of total collapse in which Germany stood in May 1945. It is enough to say that the United States undertook a job which was truly colossal—a job unique in history—the attempt to build a democracy under an occupation.

We began from scratch, with Germany as close to the bottom as an industrial nation could be. Germany needed everything. The war had left ruined factories, broken communications, worn-out machinery, demoralized workers. Cities were devastated; living space was scarce; millions of displaced persons wandered over the land. Food and coal and raw materials were scarce. The whole complicated economic system under which goods are produced, exchanged, and used had broken down. The equally complicated system for administration of a modern nation was non-existent. There was no government. There were no leaders.

Much of our policy in Germany in these four years has been roundly and vociferously criticized. Much of the criticism was honest, and much of it was helpful. Some of it arose from the conviction that policy should be changed or should be car-

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This article, setting forth the accomplishments of our Occupation of Germany, was written in mid-April 1949, and may be used to evaluate current developments. It measures the leadership of one of the great soldiers and administrators of our military history. It was written—prior to General Clay's retirement—by B. Easterly, a civilian writer in Headquarters, European Command.

ried out in another way. Some critics, however, expected miracles. They little realized how immense was the task we had taken over in Germany. They had little conception of how much was being accomplished in the face of great obstacles. The very fact that there was no widespread disease in those first months is one measure of our early achievement.

Joint measures for governing Germany were formulated at Yalta, in February 1945, by the heads of state of the United States, Great Britain, and the Soviet Union. It was agreed that the French would be invited to participate; that Germany would be divided into four zones of occupation; and that a common policy would be followed in each zone, under the coordination of an Allied Control Council.

At another conference, at Potsdam five months later, methods for governing Germany were agreed upon. The Potsdam Agreement provided the basis upon which the four occupying powers would govern the whole of Germany until a German government could be established. That the Soviet Union consistently has disregarded both these agreements is now well known.

For more than a year after Germany's surrender, in May 1945, the "Three Ds" of Potsdam dominated the Occupation: demilitarization, denazification, and deindustrialization.

Demilitarization has long since been accomplished. As for denazification, on 1 August 1948, of the original 12 million who registered in the United States Zone in connection with the denazification process, 99.7 per cent had had their Nazi Party status legally determined. German courts today have practically completed denazification. Deindustrialization was slowed down in 1947, with the realization that the Potsdam Agreement did not give enough weight to the needs of a peacetime German economy or to the importance of Germany in European rehabilitation. New agreements on reparations and prohibited and restricted industries have recently been reached among the governments of France, the United Kingdom, and the United States.

There was more in the Potsdam Agreement, however, than the Three Ds. Provision was made for a program of reeducation, which began as soon as the Three Ds got under way. This reeducation program has many aspects. One is teaching the Germans democracy by turning back the government, step by step, to the Germans themselves. Another is training German youth to understand democratic ideals by means of the German Youth Activities program. Another is helping Germany to re-

cover economically. The sum of these is the positive, constructive phase of the Occupation.

In September 1946, Secretary of State James F. Byrnes, speaking at Stuttgart, restated the United States' political and economic proposals for a peaceful Germany. Mr. Byrnes proposed that a common economic and financial policy be adopted throughout Germany, so that German recovery could be achieved. This, in turn, would assist in the recovery of the rest of Europe. He also advocated a politically unified Germany, so that the government could be turned back to the German people—in preparation for the day when Germany could resume her place in the family of nations. These aims, although stated at Potsdam, had not been achieved, he pointed out, due to the lack of quadripartite agreement.

At the end of 1946, the United States and Great Britain, following Mr. Byrnes' proposals, took steps to merge their zones into a single economic unit. This was not the establishment of a political state. It was simply an economic merger based on the belief that, since economic disunity was harming

U. S. Army Photograph

German children at play in a devastated area of Berlin. A German Youth Activities program has been organized under Army sponsorship, to serve their needs.

Germany and the Occupation, economic unity of two zones was better than none at all. France and the Soviet Union were invited to join their zones with ours at any time they wished.

At Moscow in March 1947, and again at London in November of the same year, the Council of Foreign Ministers (United States, Great Britain, France, and the Soviet Union) met in a long series of sessions, trying to write a peace treaty for Germany. Both meetings failed completely. The second adjourned without setting a date for another meeting. The Council was unable to settle six major points under discussion: reparations, economic unification of the zones, the type of German government to be established, Germany's final eastern frontiers, and the future of the Ruhr and Saar areas. On every point the USSR was at complete variance with the United States and the United Kingdom, while France sided with the Western Powers on most of the issues.

After the failure of the Moscow meeting, the United States and Great Britain pushed their plans for the economic collaboration of their zones. A first step was to revise the list of German factories to be dismantled and shipped for reparations, and to raise the limit on production allowed Germany under the Potsdam Agreement. This was done so as to make the two zones more nearly self-supporting, and to enable at least a part of Germany to assist in the recovery of Europe.

In November 1947, Secretary of State George C. Marshall proposed the inclusion of Germany in the European Recovery Program, stating that a revival of German production was essential to European recovery. Early in 1948, six powers—the United States, Great Britain, France, and the Benelux countries (Belgium, the Netherlands, Luxembourg)—met at London to work out a future policy for Western Germany. Here it was agreed that Western Germany would be "fully associated" with ERP, that the Ruhr area would be internationalized, and that a decentralized provisional West German government would be established. These agreements were reached not without difficulty, chief of which was France's fear of a revived, strong Germany. Concessions were made on both sides, however, and in June 1948 a Tripartite Committee was appointed, to study questions connected with the development of Trizonal Germany, based on decisions made by the three Western Governments.

In October 1945, a Council of German States had been formed, composed of the ministers-president of the states of

U. S. Army Photograph

Munich workmen who made explosive fuses in wartime now make cameras for export, under Germany's economic rehabilitation program.

the U. S. Zone. When state governments and the bizonal agencies were set up, an Advisory Parliamentary Council, with representatives from each state, was established to meet with the Council of States. The purpose of the Advisory Parliamentary Council was to coordinate policy and activities of the states of the U. S. and U. K. Zones.

When Bizonal Germany was formed, a German bizonal organization was set up to administer, in coordination with the Joint Export-Import Agency (JEIA), economic policy for the Western Zones. But in accordance with the policy of recreating a democratic Germany, a more effective German government was desired—the powers of which would extend beyond economic measures to all phases of German life.

In order to allow the German people to work toward recovery under the leadership of their own elected representatives, and under a constitution approved and accepted by them, 65 German leaders met at Bonn in September 1948 to draft a constitution for Western Germany that would receive approval from the Allied Occupation authorities and from the 46 million persons living in the Western Zones.

The year 1948 was expected to be the turning point in German recovery. West German participation in ERP would set

U. S. Army Photograph

German civilians remove rubble amid the ruins. Berlin, 1947.

the stage for further industrial gains, for increased exports, and—with more money for the purchase of raw materials—for even greater production. ECA dollars also would provide more consumer goods and would raise the German standard of living—although the standard would remain relatively low for some years to come.

An immediate currency reform was necessary in order to prepare Germany to enter ERP. Stable finances and currency would revive German production and would increase exports, upon which the European Recovery Program depends. After being stalled for three years by Soviet opposition, West German Occupation authorities decided to push forward a separate program of financial and currency reform. On 18 June 1948 the long-awaited currency reform was announced for the Western Zones.

The effect was felt almost overnight. Previously hoarded goods crammed shelves and shop windows with magic rapidity. For the first time since World War II, business in Western Germany took on a normal aspect. Within a few months, although ECA goods were only arriving in small quantities, West German production was ahead of schedule. The food situation, after bountiful harvests, was considerably better, and there was a marked increase in consumer goods. Prices rose, but dropped sharply after the beginning of 1949. Since that time, the new *Deutsche Mark* has shown increasing stability.

As ECA goods began to flow into Germany in larger quantities, Germans were proving themselves worthy of this assistance. By the end of 1948, although many problems remained to be solved, production had reached 78 per cent of

1936 levels—18 per cent higher than the target set for that year. By March 1949 it had reached an amazing 89 per cent of the 1936 base. Steel production alone, the basis of German exports—and of Europe's industry—had risen to a rate of more than 9 million metric tons a year. Hard coal production, upon which steel depends, had reached a postwar peak of 330,000 tons daily.

It is certain that the morale factors of ECA and currency reform have done almost as much to increase production in Western Germany as has actual material assistance. These new incentives for labor, management, and administration provide Germany with the impetus to work toward the goal.

In addition, efforts have been made to return controls—economic and political—to the German people. It has been necessary, of course, for the Occupying Powers to maintain controls over many phases of German life. The International Ruhr Authority, for example, which was established in January 1949, will provide safeguards necessary to prevent any revival of German military power. But it has been, and continues to be, our policy to relinquish controls as soon as suitable German agencies are formed to take over the reins.

U. S. Army Photograph

The wheels of commerce begin to turn. Street scene in Frankfurt, 1947.

In November 1948, wages in Western Germany were unfrozen for the first time since 1938; and workers and employers were allowed to negotiate wage agreements. Many price and allocation controls have been removed. Communications, restored to pre-war levels of service, have been returned almost completely to German hands.

Newsprint allocations were removed last fall. It is our intention to put an end to the licensing system of the German press as soon as German laws are passed which adequately protect the freedom of the press in the Western Zones. The German radio now is in the process of decontrol. In January 1949, both Radio Frankfurt and Radio Munich were turned back to German control.

Germans now are authorized to procure all German medical supplies. Early in 1949, German police were authorized to procure their own ammunition. In line with the policy to transfer increasing responsibility to the German police, U. S. Constabulary patrols have been replaced by German patrols.

In the legal field, many controls have passed from Military Government to the German courts. In the important field of foreign trade, the Joint Export-Import Agency, in an effort to facilitate trade since currency reform, has transferred more and more responsibility to the German Economic Council and to individual German businessmen.

In the education field, the German states have enacted free tuition laws—one of the phases of educational reform advocated. Other aspects of school reform are under serious consideration by German educators. One of the programs of Military Government which should prove invaluable to a future democratic Germany is the exchange-of-persons program. Under this program, hundreds of German students already have gone to the United States and to other countries, to study at foreign universities. German men and women—leaders in every field of endeavor—have visited the United States, to observe how we conduct our civil, industrial, and educational affairs. On the other hand, many American and British political and industrial experts, as well as artists and students, have come to Germany—to advise German leaders and to promote social and cultural relations with Germany.

Another program, helping to shape the future of Germany, is our assistance to German Youth Activities—known as GYA. Operating at the grass roots since 1945, this program seeks to instil in the young people of Germany the principles and ideals

of freedom, based on individual initiative and fair play. We hope that these principles will become part of the lives of these future leaders of Germany.

During the past year, unfortunately, quadripartite relations in Germany were severed, and we experienced the blockade of Berlin. By April 1948, the Soviets had withdrawn from all four-power agencies except the Kommandatura. On 16 June 1948 they walked out of the Kommandatura also, and declared themselves the only legal occupying authority in Berlin. The currency reform in the Western Zones two days later was the excuse for Soviet blockade measures. The USSR sealed off its zone from the West and halted all land and water traffic to Berlin.

When, despite strong protests of the Western Powers, there were no signs of the blockade being lifted, military establishments of the United States and Great Britain began supplying Berlin by air. Operation Vittles began on 28 June 1948, with a goal of 8000 tons daily. On 12 April 1949, the airlift made 922 flights carrying 8246 tons. By that date, a total of 1,327,226 tons had been flown in 166,984 flights. This is the measure of the Western Powers' determination not to back down in the face of Soviet pressure. For the West realized that Berlin was the point at which the Soviets chose to focus their attempts to

U. S. Army Photograph

Displaced persons attend a church service at Hanau.

undermine the economic and political recovery of Western Europe.

Against the background of events as they existed on 12 April 1949, it was evident—indeed, it was the announced intention—that the Soviet Union sought to prevent the European Recovery Program from attaining success. For the Soviets knew that without economic recovery, political stability in Western Europe was unlikely. And without stable governments the Communists realized that they would have greater opportunity to impose their police-state type of government upon these still free nations.

The Soviets knew that, if they could squeeze us out of Berlin, the countries of Western Europe would no longer have faith in our ability to help them toward recovery and toward a lasting peace. Further, if we had retreated from Berlin, the Soviets would have redoubled their efforts to drive us from all of Germany and to complete their conquest of the continent.

But the Soviets did not take into account our steadfast belief in our rights and our determination to protect them—and the peoples under our charge. They did not take into account our strength, courage, and ability to fly—even through the difficult winter months—the necessary supplies for more than two million people.

The airlift has given to the people of Berlin, and to free people everywhere, the courage to assert their freedom. They know now that the United States will do everything in its power to protect this freedom, until these peoples are strong enough to defend themselves against aggressor nations.

It is our hope that Germany may one day be re-united and again take its rightful place among the peaceful nations of the world. Until that time, for that part of Germany which is dependent upon our strength and resources, we shall continue to strive for a strong and healthy economic and political life. We shall continue to seek a peaceful means of settling the disputes which have split Germany into two parts. But we will not sacrifice the principles which every American holds dear. People who desire to choose their own way of life shall have the opportunity to do so. We shall not waver from our purpose to help the German people along the road to unity, stability, freedom, and a lasting peace.

A Staff Article

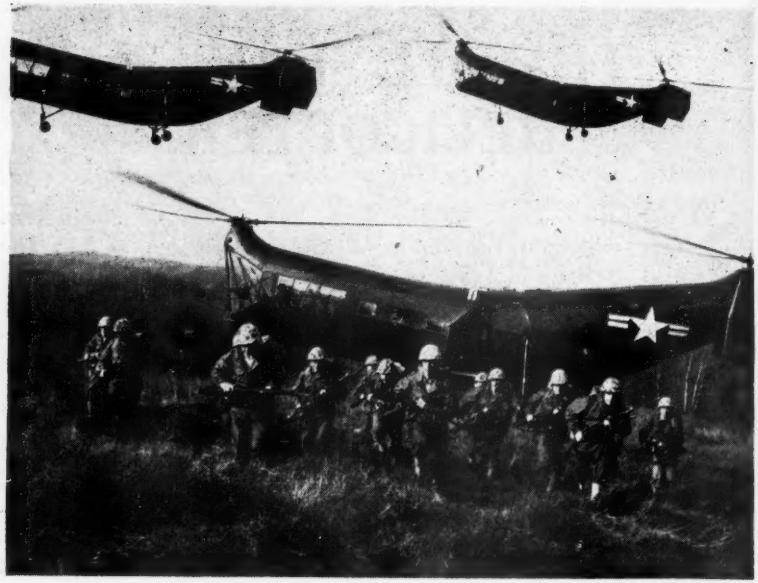
THE ALL-SERVICE HELICOPTER

SINCE the advent of the jeep, few items of equipment have captured the fancy of all the services as has the versatile helicopter. These incredible little aircraft have proved their worth in the Army, Navy, Air Force, Marines, and Coast Guard. Whether they are called windmills, pinwheels, or eggbeaters, they are essential, organic equipment in all the services; and their use is growing steadily. Each service wants more of them.

Recently, the Navy Department received a request for two helicopters from a rear admiral commanding a large Naval base in Cuba. The admiral reported how, fortuitously, a helicopter from a nearby carrier had been on hand to rescue one of his Navy fliers. Twenty minutes after bailing out in remote, hilly country, the badly injured man was delivered to the hospital, where his life was saved by emergency surgery. Ordinarily there were no helicopters at this Naval base; but, the admiral pointed out, if only one pilot could be saved in a year, the expense would be more than justified. His request was granted.

While emergency rescue service and the evacuation of critically wounded are their primary missions, helicopters also serve widely in observation, liaison, and aerial photography. Equipped with spraying devices, they have been used to spread insecticides; and they are invaluable in survey and mapping operations. They operate successfully in extremes of climate; and they need no more than a few yards of clear ground for landings and take-offs. Requiring relatively little fuel, they can cruise at 100 miles an hour, operate at more than 10,000 feet altitude, and stay aloft for several hours without refueling.

Constant experimentation and development are adding even more to the helicopter's range of performance and versatility. The Piasecki HJP-1, now undergoing evaluation tests by the Navy, has set an unofficial helicopter speed record of 131.5 miles an hour. It has a crew of two and carries five passengers;



USMC Photo

Troop-carrying helicopters disgorge Marines in training maneuvers.

and it folds up so compactly that it can be used on practically any ship.

The standard helicopter of the Air Force, Navy, Marines, and Coast Guard is the Sikorsky model, known in the Air Force as the H-5 and in the Navy, Marines, and Coast Guard as the HO3S-1. It carries a pilot and three passengers, cruises at 85 miles an hour, with a top speed of 110, and has a range of 250 miles. The Army uses a smaller model made by Bell Aircraft, called the H-13B. The Navy and Marine Corps also use a large, transport type helicopter with rotors fore and aft, both turned by a single engine. This strange looking model, by Piasecki—known variously as the Flying Banana and the Sagging Sausage—is designated by the Navy as the Rescuer or the HRP-1. In addition to the pilot and co-pilot, it regularly carries five passengers, but can carry as many as eight or ten. The Air Force is testing a transport type helicopter, the Kellett-designed XH-10, which carries ten passengers in addition to the pilot and co-pilot, and which has a top speed of more than 100 miles an hour. This is the first twin-engine, transport type helicopter in the world. Many other models are under test.

Invaluable to all the services, it is probably to the Navy, in its sea-rescue operations, that the helicopter has been the greatest boon. When a carrier pilot hits the water—or when there is a man overboard—it takes twenty minutes or so for a large ship to stop and circle back, or for a nearby destroyer, traditional rescue ship of the Navy, to reach the victim. During combat operations it is often impossible even to make the attempt. With a helicopter on board, the standard time lapse, from hitting the water to a dry bed in sick bay, is five minutes —and the ship need not alter its speed or course.

In addition to saving time, the helicopter is less dangerous to personnel in the water, especially in rough seas, than is a ship maneuvering in close. Equipped with a mechanical or hydraulic hoist, the helicopter hovers a few feet over the surface of the water, lowers a cable with a foot loop, or a canvas sling, and quickly hauls the victim aboard. If the man in the water is helpless or unconscious, a helicopter pilot even can descend to water level and, with waves sloshing over the cabin floor, pull the victim aboard by hand.

The helicopter has proved invaluable to the Navy for ship-

USMC Photo

A demonstration of air-sea rescue by the helicopter.

U. S. Army Photograph

The helicopter is employed in courier duty during Army maneuvers.

to-ship or ship-to-shore transfer—of personnel, messages, mail, vital supplies and litter cases. In a rough sea, it is difficult and dangerous to maneuver two ships close enough for use of a complicated breeches buoy. The helicopter is safer, faster, and considerably drier. The Coast Guard has used the helicopter to establish a line for a breeches buoy on a ship foundering off the coast, too far away to shoot a line by cannon. Based on icebreakers in the Great Lakes or in arctic waters, helicopters scout ahead and blaze trails for the vessels. Equipped with floats, they actually can land on calm waters.

The Navy adopted the rotary-wing, direct-lift aircraft in 1931, nine years after the first successful flight. The first practical service helicopters for general use were not developed until early in World War II. Several years later, in the summer of 1946, the Navy formed an experimental unit of 10 pilots and a few planes—Helicopter Development Squadron VX-3. In April 1948, that group was deactivated and divided into two Helicopter Utility Development Squadrons—HU-1 at Miramar, California, and HU-2 at Lakehurst, New Jersey. The former squadron consists of 16 helicopters, the latter of 29. All Navy and Marine Corps pilots and maintenance personnel are trained at Lakehurst; and the two squadrons provide helicopters and crews for Navy and Marine Corps needs, world-wide.

Normally, a fixed-wing pilot needs at least five hours of instruction to solo in a helicopter, with another 25 hours required for full qualification. In its standard 11-week course, the Air Force gives 15 hours pre-solo instruction and a total of 52 hours in flight. The transition from fixed wing aircraft to helicopter can be startling for even the most experienced pilots. It takes a number of rides to get used to the quick stop—an immediate but gentle standstill from 60 miles an hour forward speed; to whirls—360 degree on-the-spot turns; and to backward take-offs.

Marine Corps helicopter activity centers at Quantico, Virginia, where Marine Helicopter Squadron One is based. The squadron engages in experimental activities, particularly in connection with amphibious landing problems. During field exercises, Marines have used the transport helicopter to move

USAF Photo

"Little Henry," here shown in flight, was the result of experimentation in ram-jets for helicopters. Looking like an aerial motorcycle, it uses automobile fuel and carries twice its own weight.

assault troops from ship to shore, and to rush troops into action wherever needed on a fluid front.

The Army currently has 61 helicopters in operation. In addition to the usual rescue and evacuation services, they are used for artillery fire adjustment, observation and reconnaissance, courier service, traffic and march column control, front line patrol, wire laying, and even for limited short-range supply. They are assigned to Army Commanders, who allocate them to units as needed. Currently, they are assigned, one each, to units of the following types: Field Artillery Battalions; Engineer Combat Battalions; Field Artillery Group Headquarters; Corps Headquarters Battery; school troops of the Infantry, Armored, and Artillery Schools; and to the Office, Chief, Army Field Forces. Army pilots are basically trained at the Air Force school at Waco Air Force Base, Texas, followed by advanced training at Fort Sill, Oklahoma. Army mechanics are trained by the Air Force at Sheppard Air Force Base, Wichita Falls, Texas.

Air Force helicopters are used principally by the Air Rescue Service, a part of the Military Air Transport Service, which maintains seven rescue squadrons overseas and one in the United States. Each rescue squadron has several flights of four helicopters each, disposed as needed. The rescue squadrons operate almost exclusively along scheduled air routes—in the United States and overseas—especially over water and in mountainous areas. In addition, six rescue flights are distributed throughout the western United States. When authorized, Air Force liaison squadrons provide helicopter support to Army and Theater headquarters. Air Force research and development in the helicopter field are directed mainly toward increasing the range and pay load. The problem of range currently is solved by hauling a disassembled helicopter in a C-82 transport to the operating area.

The helicopter recently chalked up a new record in versatility when the Coast Guard was asked to help locate five men who were being sought for bank robbery in an East Coast state. A helicopter, equipped with a loudspeaker, was sent out. The pilot quickly located the get-away car, empty; he then spotted a man hiding in some bushes. Hovering over the area, he called police and directed them by loudspeaker to the culprit. The pilot then buzzed the area at low altitude, calling to the other members of the gang to surrender—which they promptly did.

GROUND GENERAL SCHOOL TRAINING

By

MAJOR GENERAL JOHN T. LEWIS

EVERY August, hundreds of newly commissioned officers of the Regular Army—among them graduates of West Point and distinguished ROTC alumni of civilian universities—come to The Ground General School at historic Fort Riley to receive post-graduate training. In addition, every three weeks a new class of 200 officer candidates, selected on an Army-wide basis for their leadership potentialities, begin the six-month officer candidate course. And in three courses each year, the School trains intelligence specialists, commissioned and enlisted, for duty with the combat arms. These three categories of instruction, however, do not represent the entire training responsibility of the School. Its daily influence reaches far beyond its academic halls; for more than 18,000 officers and men participate in its correspondence courses. Thus, The Ground General School's educational cycle never ends.

Major General John T. Lewis

The School's far-ranging activities include the development and perfecting of the weapons, tactics, and techniques of Aggressor—the simulated opposition force from a mythical enemy nation that provides realism in maneuvers. The School also

MAJOR GENERAL JOHN T. LEWIS is Commandant, The Ground General School.

serves as the agency of the Chief, Army Field Forces, in developing techniques, organization, and equipment for intelligence sections in the field. It prepares subject schedules for the Reserve Officers' Training Corps. The School not only formulates field force doctrine in branch immaterial and intelligence subjects; it also serves as the agency for disseminating this doctrine throughout the Regular Army and its reserve components.

With the reorganization of the Army school system in 1946, the Intelligence and Cavalry Schools, then operating at Fort Riley, were merged to form The Ground General School. The School today constitutes the basic, branch immaterial level of training in the Army school system; that is, training common to all the combat arms. As presently organized, the School consists of five departments: Resident Instruction, Army Officer Candidate Training, Non-Resident Instruction, Tactical Research and New Doctrine, Training Literature and Visual Aids.

The Department of Resident Instruction conducts all phases of academic and field training for newly commissioned Regular Army officers. During four months of training in fundamentals at The Ground General School, the young officer acquires a practical foundation for duty with small troop units. Going on to branch material training at appropriate schools of the arms and services, the junior officer then qualifies for general duty with troops.

The curriculum of the Officers' Basic Course is fairly broad, and includes a thorough grounding in infantry fundamentals. Qualifying examinations in basic subjects are given at the beginning of the course; and students who have already attained the desired proficiencies are exempt from further training in those subjects. Instead, they are permitted a choice of electives, so as to familiarize themselves with other fields. Instruction is mainly by student participation in guided discussions, rather than by dogmatic methods.

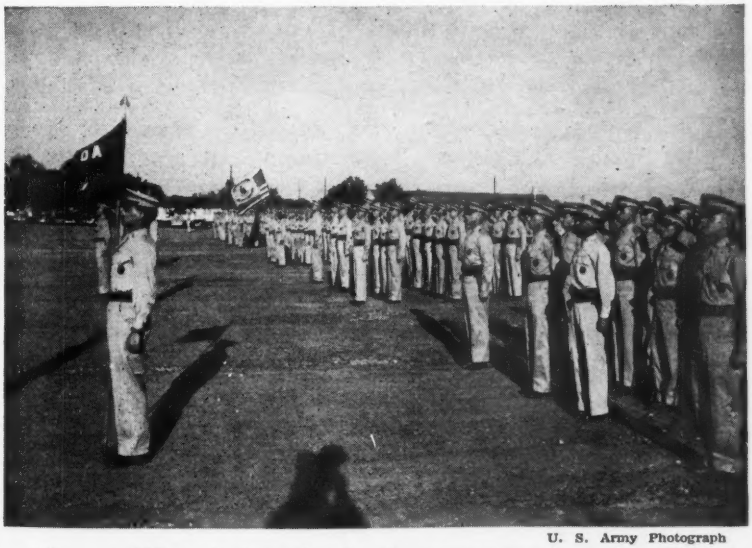
Understanding of the other services is fostered. Two graduates of the Naval Academy were enrolled in last year's Officers' Basic Course, and the same class also included 35 foreign officers, nearly all from Central and South America, with a few from as far away as Turkey. Officer linguists on the School staff translate lessons and examinations for foreign students, and perform other liaison duties.

Two classes of the Officers' Basic Course have been graduated thus far—the first in December 1947, and the second a year

later. The first class also has completed its branch material training, and its members on troop duty have won praise from field commanders for the high caliber of their performance.

Three times annually, the Department of Resident Instruction holds a 14-week intelligence course for personnel from the Regular Army and other components. Officer and enlisted classes are conducted concurrently, with a capacity of 100 in each class. The officer course prepares officers of any of the arms for duty as battalion and regimental intelligence officers. The enlisted specialists—among them noncommissioned officers of the Marine Corps—are trained in intelligence techniques, order of battle procedures, and photo interpretation. The enlisted course emphasizes intelligence techniques; whereas, in the commissioned officer course, more attention is devoted to general principles.

The Officer Candidate School—the only one operative in the Army—is administered by the Department of Army Officer Candidate Training. The officer candidate regiment is housed in two-story cantonment-type buildings at Camp Forsyth, on the west end of the 52,000-acre Fort Riley reservation. With a new class entering every three weeks, the regiment is expected to reach a strength of 1800, with a permanent cadre of 500, by July 1949.



U. S. Army Photograph

Officer candidates in formation for the evening parade at Fort Riley.

The six-month officer candidate course is arduous. The rate of attrition, while high, is gradually being lowered by careful screening of applicants. Standards are deliberately kept high—but not impossibly high, as evidenced by the fact that young men of average physique, with high school educations or the equivalent, are able to complete the course with high honors, if they have the will to do so.

Throughout the course, the officer candidate learns the principles of leadership, both by observation and by practice. As the culmination of his instruction, he takes part in 23 hours of classroom discussion of the principles and techniques of leadership. This is followed by a written examination and a day-long leader's reaction test in the field. The candidate next reviews the weapons he has studied in the course, and demonstrates his tactical knowledge by a practical test. This test, originally developed at the Cavalry School, has been modified to meet present conditions. Passing through successive trials, the candidate at one station finds a disassembled M-1 rifle and a clip of ammunition. He is handed a card which informs him that he is to assemble the rifle and fire it at a designated target. At another station, he is given a pile of small vehicular parts and is told to distribute these properly into boxes labelled as fuel system, ignition system, and the like. At another, he assumes the duty of a battalion S-2 and is given certain items of enemy information, from which he is to determine enemy capabilities. Speed and accuracy are factors in determining the total score.

Shortly before graduation, the candidate's branch is determined, in the light of available quotas. In arriving at the decision, his preference, aptitude, academic standing and physical profile are considered, as well as the opinion of field officers of the various arms and services who have interviewed him. By now well grounded in the fundamentals of leadership, the officer candidate may look forward to further training in the Department of Resident Instruction, followed by branch training in schools of the arms and services.

The Department of Non-Resident Instruction prepares, administers, and distributes extension courses—the 10-series for pre-commission training in the ground arms, and the 10-20-30-40-series in military intelligence. Completion of the 10-series correspondence courses is one way in which enlisted personnel of the Regular Army, National Guard, and Enlisted Reserve Corps

can qualify for commissions as second lieutenants in the National Guard or Organized Reserve Corps. At present, 16,700 students are enrolled.

Completion of courses in the 20-30-40 series (military intelligence) enables company grade officers of the National Guard and Organized Reserve Corps to qualify for promotion and retirement credit. Subjects include Counterintelligence, Strategic Intelligence, Photo Interpretation, Psychological Warfare, Order of Battle, Documents, Censorship, and Interrogation of Prisoners of War. Thirteen hundred students are enrolled in these series.

In all, more than 18,000 students are enrolled in The Ground General School extension courses. At the current rate of expansion, course enrollments may reach 30,000 by the end of the year. Through this ever-widening participation, a common doctrine in branch immaterial and intelligence subjects is being disseminated throughout the reserve components.

The Department of Tactical Research and New Doctrine, among other duties, has charge of developing the uniform, equipment, organization, and tactics of the Aggressor force. This Department also is the school clearing house for the writing and revision of Department of the Army publications and school texts.

U. S. Army Photograph

Army officer candidates practice night firing.

The Department of Training Literature and Visual Aids publishes the necessary materials for instruction throughout the school. A field printing plant is one of its sub-units.

Students, staff, and faculty of The Ground General School are mindful of the military traditions which center about historic Fort Riley. The post's origin goes back to 27 June 1853, when General Order 17 established a frontier Army post—named Fort Riley in honor of Major General Bennett Riley, of Indian campaign and Mexican War fame—in the Kansas territory. Here, on high ground near the confluence of the Republican and Smoky Hill Rivers, General George A. Custer and other Indian fighters served tours of duty. The many famous soldiers who have served at Fort Riley include Generals J. E. B. Stuart, Pershing, MacArthur, Wainwright, Harmon, and Terry Allen. Patton Hall, one of the prominent buildings at the school, is a memorial to General George S. Patton, who served on the post as student and instructor.

Fort Riley has served the Army as a school post for more than half a century. An Army service school was established here in 1869, and was discontinued a few years later. In 1892, the School of Cavalry and Light Artillery was instituted. Renamed the Mounted Service School in 1908, it became the Cavalry School in 1919, with the mission of training cavalry leaders and perfecting cavalry techniques. At the close of World War II, the Intelligence School was established at Fort Riley. Both the Cavalry and Intelligence Schools were discontinued with the inception of The Ground General School in November 1946.

For enlisted students and newly commissioned Regular Army officers alike, The Ground General School is a center for growth and transition. It marks the transition from enlisted status to Officer Candidate School; from Military Academy, OCS, and ROTC to post-graduate training in branch immaterial subjects; from non-specialized enlisted man or officer to intelligence specialist; from enlisted correspondence student to commissioned National Guard or Reserve officer. In each of these areas of transition, The Ground General School exerts a salutary influence, as its graduates take up their duties in fulfillment of the Army's world-wide commitments.

HAM RADIO SERVES THE NATION

By

ROBERT P. ROCHE

A WALL covered with DX cards, a highly unorthodox antenna on the roof, and an insatiable lust for experimentation—these are the trademarks of the Ham, the amateur radio operator. Broadcasting from attic cubbyholes and luxurious home studios, Hams in all corners of the earth share a common interest. To them, the intricacies of radio operation and construction are playthings, and they call fellow operators in Venezuela, Wales, and Australia by their first names.

While the 78,000 licensed Hams in the United States have no specific responsibilities other than those imposed by the Federal Communications Commission, it has been the acknowledged custom for them to assist in providing high-speed communications in emergencies, when commercial communications are overloaded or disrupted. In numerous disasters—hurricanes, floods, earthquakes—Hams, working their own sets on portable generators, have provided a vital link between the stricken area and the outside world. Organizing the efforts of these skilled technicians, and directing them toward national, rather than local efforts, has become the job of MARS—the Military Amateur Radio System.

The Army is no newcomer to the ranks of Ham radio. In the years prior to World War II, the Army Amateur Radio System provided a link between the Army and a large pool of trained radio operators. During the war, most of these civilian operators became military operators and were assigned to high priority communications jobs. In the present MARS program, both the Army and the Air Force are working toward a similar objective. All MARS members are either members of some reserve component or are soldiers or airmen on active duty. In a national emergency, they would be immediately available, their capabilities already demonstrated and recorded.

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Further, their value to the Armed Forces would be enhanced by their wide experience in military communications.

MARS was activated in November 1948 as a joint Army-Air Force project, with policy control by an advisory board made up of civilians and military personnel. It is operated by the Army Signal Corps and by Air Communications. Although membership is limited to military and reserve component personnel, it is expected that civilian membership will be authorized in the near future; so that, if the reserve members are mobilized in an emergency, the system could continue to function. Current membership of MARS is more than 800 amateur stations—domestic and overseas—with the total growing rapidly. Members who are reservists and who have communications assignments, accumulate retirement credits at the rate of one credit for each three hours of scheduled MARS operation.

MARS consists of two series of nets—Army and Air Force—which will be integrated where feasible. The Army nets are built around station K4USA-WAR, the Signal Corps headquarters station in The Pentagon. (See chart.) Each weekday, K4USA-WAR establishes contact with the headquarters stations of the six numbered Armies, and with all members of MARS, transmitting to them information concerning the program. District nets hold scheduled exercises at stated intervals, transmitting practice and live messages to each other. These sessions are monitored by the state control stations, which report progress and attendance records to Army Area control stations. In this way, the Army Area MARS directors, and Headquarters MARS, receive accurate and prompt reports on members' performance.

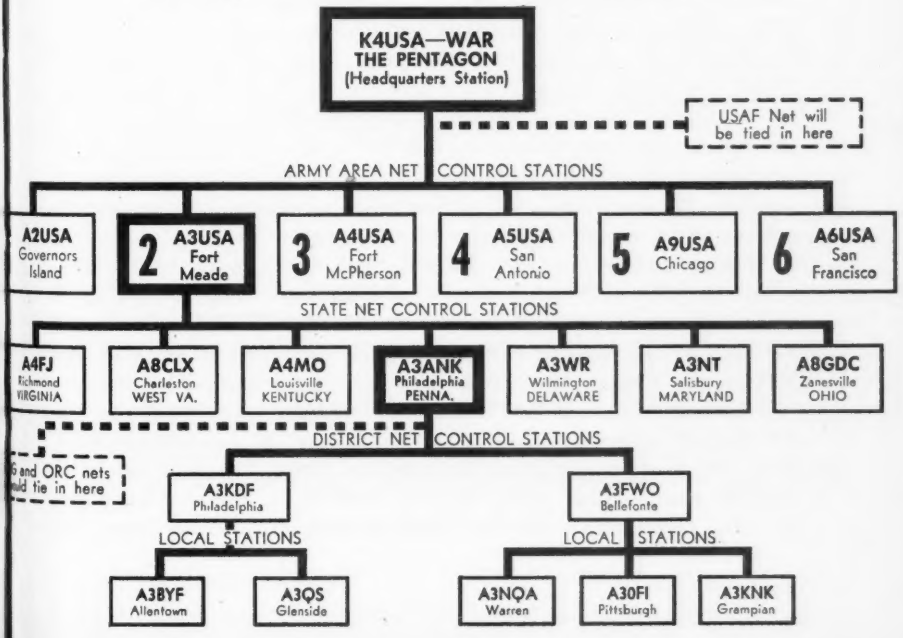
The MARS Air Force net follows a similar organizational pattern. The headquarters station is K4AF-AF4AF in The Pentagon, with command lines extending through the major Air Force Commands to various local installations. Installation stations (both Army and Air Force) are operated by amateurs among military personnel who are stationed at the installation. The equipment may be privately owned, or the station may be Government-owned. In either case, the station is assigned special call letters for operation on MARS frequencies.

In addition to these primary nets, there are others which contribute (or soon will) to MARS' coverage of the Nation and of the world. State National Guard organizations are developing nets, with stations located at Guardsmen's homes and at

armories. ORC units are likewise developing stations which will become part of a large Reserve net. MARS will work in with these nets in this way: a certain time will be set aside when a MARS control station, probably on the state level, will tune in to the frequency on which the National Guard net operates. Messages will be exchanged, and the MARS station will then return to its normal frequency, relaying any important messages—on its normal frequency and at its usual time—to other MARS stations. Thus, messages from the National Guard will receive swift transmission to their destinations in the Department of the Army. In the same way, MARS will tie in with any other nets which express a desire to take part in the program.

In order to qualify for membership in MARS, an amateur operator must be a member of the active Army or Air Force or of a reserve component. He must possess either a Federal Communications Commission license or a military amateur operator's license. The requirements for the two are nearly identical, both requiring the ability to take a minimum of 13 words of code (CW) transmission a minute, and with parallel standards of technical ability. Military licenses are issued by the Armed Forces to unlicensed personnel who have proved

Army MARS Organization



their ability while in the service and who are geographically located outside FCC jurisdiction. When the holder returns to the United States, the military license becomes void, and a standard FCC license must be obtained.

Applicants for membership are asked to indicate their preferences within a wide range of subjects—traffic handling, equipment design and construction, antennae, ultra-high-frequency work, television, radar, guided missiles, and fascimile. The wide variety of choice makes it possible for MARS to enroll members who do not possess any equipment of their own (although holding licenses) but who may be interested in doing experimental work—with antennae, for example. In the latter instance, the Army will furnish the antenna materials necessary for construction and experimentation, asking in return only that the results of the Ham's work be made available to the Signal Corps.

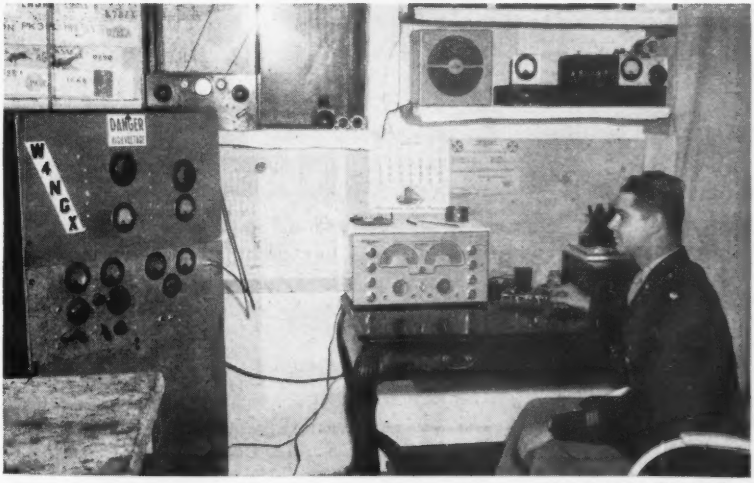
The question of frequency allocations is a perennial headache to radio. Only so much space is available for use—and it must be used by commercial radio stations, short wave transmitters, television stations, police radio, amateurs, and others. Allocation of space on the crowded bands is the responsibility of the Interdepartmental Radio Advisory Committee, and the problems inherent in the process are many. Two stations may be able to use the same frequency, but they must be far enough apart to preclude one interfering with the other's signal under normal operating conditions.

The IRAC has allocated certain frequencies for use by MARS, and no transmissions other than MARS business may be made on those frequencies. IRAC and FCC regulations must be closely adhered to in all respects, and a complete log of all transmissions and contacts must be kept. Army terminology is used in all transmissions, and a rigid standing operating procedure must be adhered to by all operators. These rules serve a practical purpose; if they did not exist, confusion would result.

A typical Ham operator is W3ANK in Philadelphia. A major in the Organized Reserve Corps, W3ANK—assigned call letters A3ANK for MARS work—is the state net control station for Pennsylvania. As such, he is responsible for forwarding reports on members' attendance and efficiency to the Second Army net control station at Fort Meade (See chart.) His station is in the third floor of his home. His equipment is largely war surplus material with which he has replaced his pre-war equipment. He has held an amateur license since he

was 16 years old; and during the war he served in the Signal Corps. His radio room contains two complete sets. One is for operation in the MARS net and is tuned to the MARS frequency by a crystal furnished by the Department of the Army. The other set is for the usual run of Ham activity—contact with friends all over the world, and with a few in the next block. His stock of DX cards—cards sent him from Hams he has contacted, showing their call letters and locations—comes from dozens of stations, domestic and foreign. Two cards from Russian Hams are prized parts of the collection. W3ANK occasionally goes on active duty for periods of a few days, to attend MARS conferences in The Pentagon, and to carry on business in the field. He is keeping his hand in and is keeping abreast of Army communications progress through his membership in MARS. Should a national emergency develop, he will be prepared to return to active duty at short notice and assist in setting up the tremendous communications system needed by a fighting Army. He is typical of the men to whom the MARS program is beamed.

In today's technological world, a national emergency would necessitate full mobilization of the Nation's technical strength. The Military Amateur Radio System, by furnishing a pool of trained radio men—all well versed in military communications procedures—would play a vital part in focusing electronic and communications skills on the job of defense.



U. S. Army Photograph

A MARS member in his home station.

THE CONSTABULARY DELIVERS THE MONEY

By

CAPTAIN H. P. RAND

JUNE 1948 was a turning point in the economic recovery of occupied Western Germany. During one week of that month, the Allied military governments replaced the badly inflated German currency with new *Deutsche Marks.* The results were dramatic. Store windows which had been empty for months were miraculously filled; unobtainable items suddenly were back on the market; and products which previously could be obtained only through barter now could be purchased for German money.

The new notes were printed in great secrecy in the United States and were shipped to the United States Zone of Occupation. In Germany, the Office of the Finance Adviser to the Military Governor was responsible for the receipt and distribution. The United States Constabulary was detailed to assist.

The operation was complicated by its Top Secret classification. In order to minimize the chances for rumor and speculation, all activities had to be carried on at night, and no personnel doing guard duty or labor could be employed more than once. This meant that both officers and enlisted men frequently had to be brought from distant parts of the Occupation Zone to fill the quotas for stevedores and guards.

The first task confronting OMGUS was to transport the money—in about 23,000 boxes—from shipside in Bremerhaven to the Foreign Exchange Depository in Frankfurt, for temporary storage. This operation was performed by Constabulary troopers. Shipments varying in size from three to eighteen freight car loads were handled.

Several weeks after the boxes had been stored, the problem of distribution arose. Again the Constabulary was called upon to perform a critical mission, involving security responsibility

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as well as the planning of shipments. Army vehicles were used to make distribution of the new money to sub-divisions of the German official banks. In the United States Zone alone, 73 towns received shipments. The Constabulary was charged with protection of the truck convoys from the Frankfurt FED to the German branch banks in the United States Zone.

Shipments for the French Zone were escorted by the Constabulary to the inter-zonal border, where French military escorts took over the shipments. Deliveries to the British Zone were made by railroad. A Military Police unit safeguarded transport of the currency from the Foreign Exchange Depository to the railroad siding in Frankfurt, where British military personnel assumed responsibility.

For the first shipments to the United States and French Zones, the Transportation Corps furnished 160 2½-ton trucks. As escorts, the Constabulary employed 70 officers and 300 enlisted men in 120 Constabulary jeeps—each equipped with a mounted machine gun. There were at least two radio sets in each group of vehicles accompanying the 24 convoys. A minimum of two jeeps escorted each convoy, with a general ratio of one jeep to each two trucks.

The composition and scheduling of the convoys were worked out by the Constabulary. Trucks and cargoes for towns in the same vicinity were grouped, and all cargoes were due at their

Stars and Stripes Photograph

A heavily guarded currency convoy forming up in Frankfurt.

destinations between 0800 and 2000 hours on 16 June. The German banks were alerted to receive shipments of an undisclosed nature during those hours.

The Constabulary formed up the convoys at an airfield on the outskirts of Frankfurt. At the same time, blank forms were loaded on the currency trucks. These forms, which had been secretly printed in England, were to be used by the Germans in turning in their old currency.

All this was done in darkness. Thorough security measures were taken at the FED and at the airfield so as to keep outsiders at a safe distance, including the many Allied and German newspapermen who had been attracted by the large concentration of troops and trucks in the Frankfurt area.

Some 40 Constabulary liaison aircraft kept a constant check on all convoys during the daylight hours. The radio sets in the escort vehicles were on the same channel as the airplane sets, and flag signals were agreed upon, to be used in case of radio failure. Counterintelligence Corps agents were posted along the major convoy routes, periodically reporting their check results to Constabulary headquarters. Convoy commanders reported to the Constabulary by telephone immediately after their deliveries were made. Throughout the distribution period each Constabulary squadron kept one troop ready for immediate commitment, in case any of the convoys should run into trouble.

Instructions to Constabulary personnel were so fragmentary that each person knew only the facts necessary for him to perform his task. No one in the entire group of about 700 who were involved in the shipping and distribution of the currency knew the contents of the mysterious boxes. A second delivery was made, one week later, to supplement the amounts distributed on 16 June. This operation was carried out with full publicity and in broad daylight, since currency conversion had been put into effect officially by the three Military Governors on 18 June 1948.

While the currency distribution and conversion took place, and for some time thereafter, the Constabulary was charged with sealing the Eastern zonal border. This was to prevent money from streaming into the United States, British or French Zones from Eastern Germany for conversion into *Deutsche Marks*. The Constabulary's performance throughout made possible the success of an undertaking which has become a landmark of the Occupation.

THE ARMY RIDES ITS HOBBIES

SOLDIERS have hobbies that range from building furniture to fashioning delicate pieces of jewelry. The Army recognizes this creative urge by providing hobby shops, with instruction, wherever soldiers are stationed—from Berlin to Tokyo. There are approximately a thousand of these shops, more than half of them overseas.

Recreation through hand skills—the arts and crafts—is the responsibility of the Hobby Shop Section, Office of the Chief of Special Services. At the installation level, the operation is a command responsibility through the Special Services Officer. Virtually every installation has a typical hobby shop, which may include a wood-working shop, a darkroom, a metal shop, and facilities for leather work, model making and the fashioning of plastics. Some have special activities peculiar to the interests of local personnel or exploiting the opportunities of the region. Some have amateur radio stations, while others have "jalopy shops" where military personnel can repair their own cars. In areas where fishing is available, boat building and the tying of fishing flies are popular hobbies.

To further the interest in these activities and to encourage the inspiration of soldier arts and crafts, Special Services sponsors contests on Army-wide and inter-service levels. Recently judged was the All-Service Photographic Contest, and in progress is an Army Crafts Contest for which entries will be submitted by 1 August 1949.

A program of hobby shop activities may include the beautification of facilities, such as the decoration of mess halls, or the building of book cases and other furniture for day rooms; the construction of stage sets and props for Soldier Shows. In other instances, the shops may be used to build or repair toys for children in the community. In Germany this activity has assumed major importance in the rehabilitation of German youth.

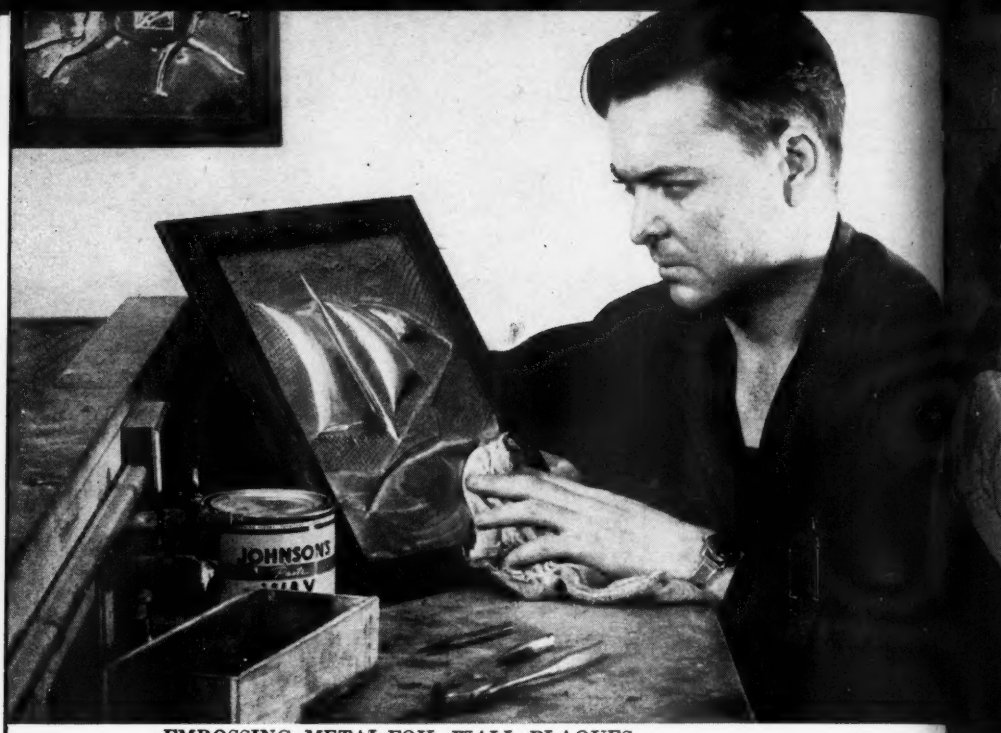
Photographs on the following pages show some of the activities of Army hobbyists.

FINE-SANDING A HOBBY HORSE

U. S. Army Photographs

LEARNING THE ART OF WOODCARVING

A FINISHED MODEL OF A STAGE SET

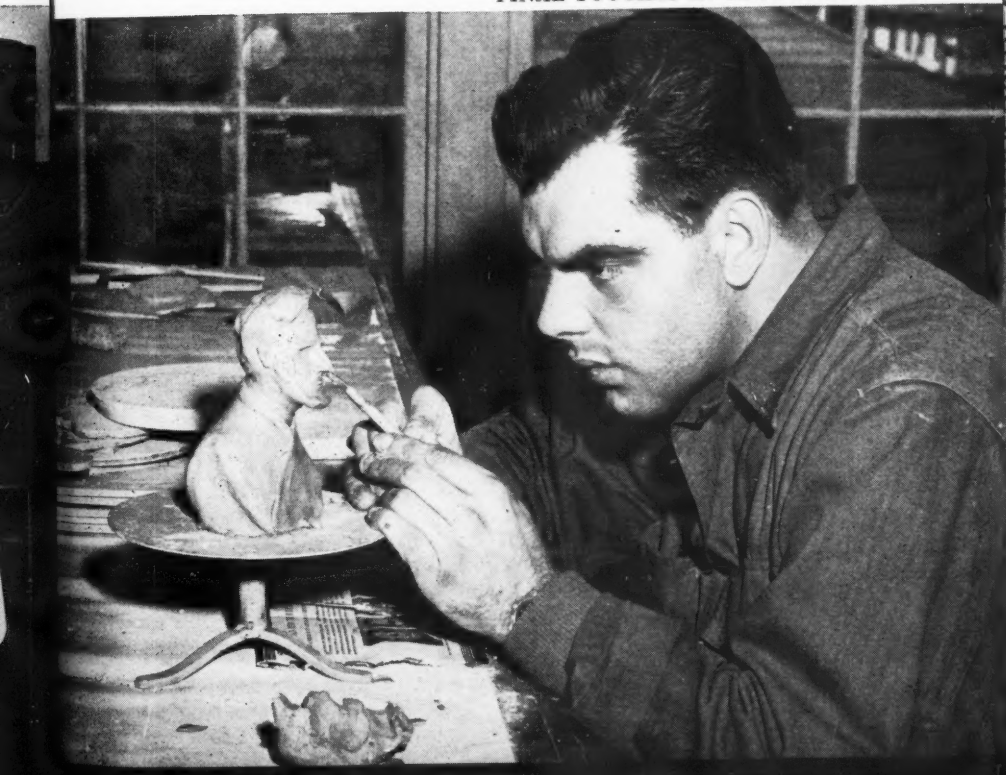


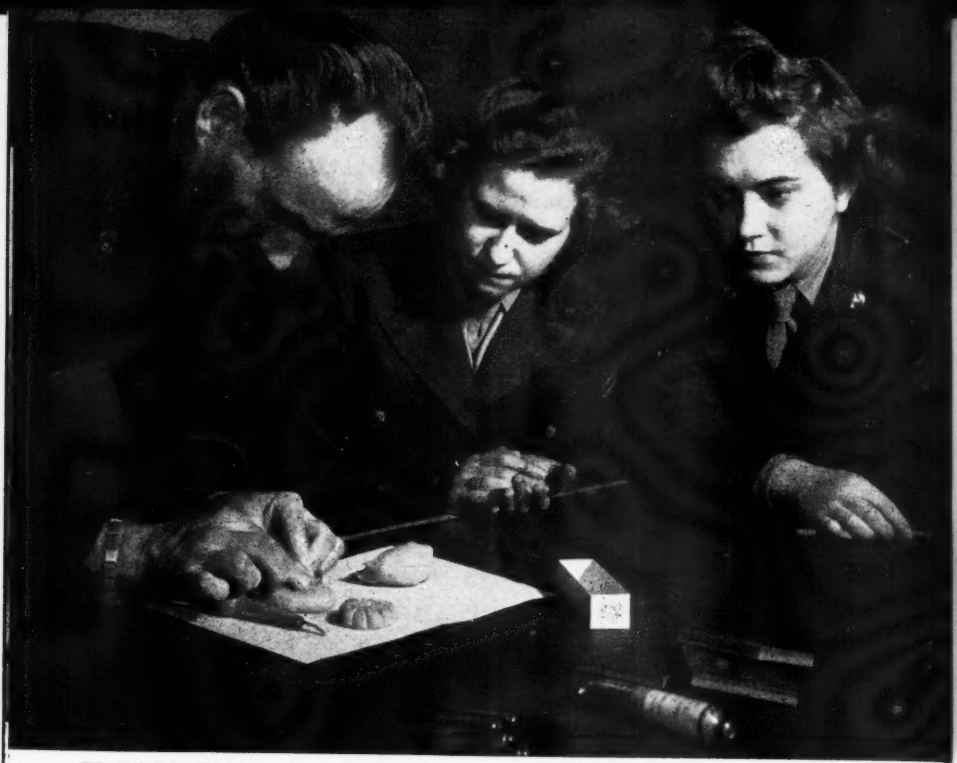
EMBOSSING METAL-FOIL WALL PLAQUES

STACKING CERAMICS FOR FIRING

GUIDED EXPLORATION IN THE FINE ARTS

FINAL TOUCHES IN CLAY SCULPTURE





WACS LEARN CLAY MODELING

WEAVING BELTS AND HOT-PLATE PADS

HAWAII'S UNIFIED SERVICE POLICE

By

MAJOR JESSE B. WILLOUGHBY

IT IS no longer unusual to see a Navy chief petty officer and an Army sergeant—members of the Hawaiian Armed Services Police detachment—on jeep patrol together in Honolulu. Newsmen and local residents know the organization familiarly as HASP, and the Honolulu police department welcomes its cooperation. Servicemen not only take it as a matter of course; they are quick to recognize the authority of its patrolmen. In fact, this unified activity works so well that the commanders of HASP maintain a waiting list of soldiers, sailors, and airmen who want the assignment.

Organized in November 1948, HASP is composed of members of the Army, Navy, and Air Force. It handles all police functions for service personnel outside Army posts, Air bases, and Naval stations on the island of Oahu. Under the command of Lieutenant Colonel Edward C. Moore, United States Army, Pacific Provost Marshal, the organization carries out the police duties formerly handled separately by the services. Army and Navy vehicles operate from a joint pool; the men eat and sleep in a common barracks, and are assigned to duties regardless of their branch of service.

HASP patrolmen have authority over men of all three services. One of their main functions is taking into protective custody servicemen who seem likely to get into trouble if left unaided. During its 90-day trial period, HASP handled more men than the Military Police and Shore Patrol, operating independently, had handled in a comparable period. But while the detachment took 374 more men into protective custody, it had 137 fewer incidents of a serious nature.

A survey conducted during the same 90-day test period

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U. S. Army Photograph

A HASP patrolman, cooperating with a Honolulu police officer, checks a soldier's pass in downtown Honolulu.

brought to light impressive savings in personnel, vehicles, and supplies. It was found that the unified command could operate more efficiently than the independent detachments could, and with 57 fewer men. Only 40 vehicles were required instead of 58, with a consequent saving of approximately 55,000 vehicle miles, 9000 gallons of gasoline, and 1000 quarts of oil. Based on estimates for the trial period, the total yearly saving in manpower and services adds up to an estimated $90,360.

HASP's headquarters installation, on the Honolulu waterfront, formerly was occupied by the Navy Shore Patrol. The palm-shaded grounds contain the barracks, headquarters building and two Quonset huts used as detention barracks.

Three jeep patrols operate regularly—one each in Waikiki, downtown Honolulu, and Pearl City, near historic Pearl Harbor. The outlying town of Wahaiawa is covered by a HASP patrol from Schofield Barracks. In addition, each evening four

members of HASP ride the sidecars with members of the Honolulu Police Department, so as to be on hand if any trouble occurs involving servicemen.

During a swing through town with a HASP duty officer—in this case an Army lieutenant—the elements of HASP operation are explained. By means of a well-organized radio system, the lieutenant points out, he can keep in touch with all HASP patrols. "Each HASP vehicle carries a two-way radio tuned to the Honolulu police net. All calls are handled by the police dispatcher, who notifies our patrols when and where they are needed. The dispatcher also relays calls from one of our vehicles to another. In this way, we keep in constant touch with headquarters and with every HASP vehicle on the road."

Cruising slowly through town, the patrol keeps an eye open for possible trouble. Servicemen in Hawaii are well-behaved. Most HASP activity, therefore, involves routine matters, such as minor uniform violations and taking men into protective custody.

U. S. Army Photograph

HASP detachment members enjoy sandwiches and coffee after completing their patrols.

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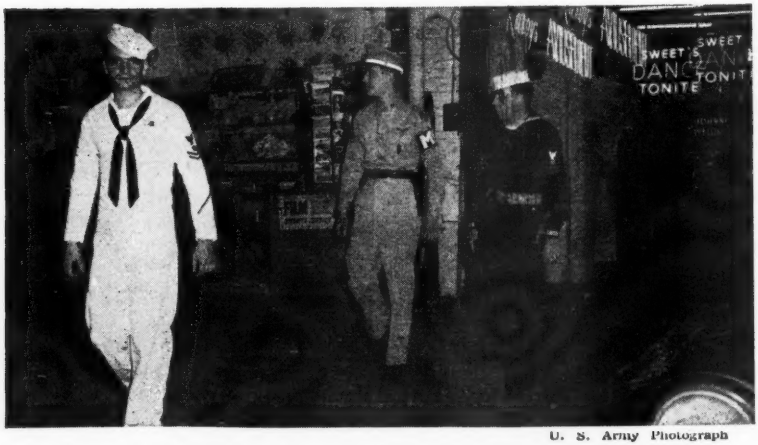
The duty officer explains the working of protective custody: "If we see a serviceman who seems to be having difficulty, we take him to headquarters. There we give him a place to rest until our 'free rider' vehicle is ready to take him back to his organization. No charge is placed against him. He is merely returned to his outfit safely and on time. We call it 'free rider' because that's just what it is—a free ride back home."

Military offenders apprehended by the Honolulu police, with the exception of traffic violators, are turned over to HASP for disposition. HASP, in turn, holds men only until they can be returned to their organizations.

Entering the Waikiki district, the lieutenant picks up a Honolulu police radio report. A civilian's automobile has been stolen. He makes a note of the license number, so that, if the car is sighted, he can notify the Honolulu police immediately. Back at headquarters after the tour, coffee and sandwiches are shared with other men of the detachment. There is no friction in HASP. Soldiers, sailors, and airmen are a team, with a team's pride in accomplishment.

HASP commanders, like the men, represent the three branches of service. The commanding officer is an Army lieutenant colonel; the executive officer, a Navy lieutenant commander; and the administrative officer, an Air Force captain. The command of HASP is vested in the service having responsibility for the defense of Hawaii—the United States Army, Pacific.



U. S. Army Photograph

Patrols are on constant alert to stop trouble before it can get started.

PERFECTING GROUND WEAPONS

By

MAJOR LEILYN M. YOUNG

AT FORT MONROE, Virginia, a handful of military specialists are shaping the weapons and equipment of the soldier of the future. These men—experts in communications and electronics, small arms, recoilless weapons, flame throwers, guided missiles, armor, artillery, aircraft, and air transportability—comprise the Developments Section, Army Field Forces, the principal operating agency of the Chief, AFF, for research and development. Through them, tomorrow's combat soldier has an indirect voice in the selection of his weapons and equipment.

Four AFF Boards test newly developed weapons and equipment in the field. Working with the Developments Section, the boards perform exacting users' tests of new developments. Thus, proposed items—breath-taking on the drawing boards and in the laboratories—are subjected to rigid field tests which finally determine their suitability, for classification as standard, for mass production, and for issue to field units.

Moving toward the goal of making all types of divisions air transportable, the Developments Section wherever possible employs lighter materials and reduces the bulkiness of present items. Large units of equipment are sectionalized, so as to achieve compactness and permit distribution of load. A lighter weapon to replace the present M-1 rifle, and lighter, more efficient machine guns also are in development.

Many of the requirements for research and development projects were set forth in the report of a War Department Equipment Board in 1946. Other proposals are initiated in conferences among representatives of the combat arms, in meetings of committees of the technical services, or at one of

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U. S. Army Photograph

A rifle equipped with a snooperscope makes possible accurate night firing.

the service schools. A project even may be based on a suggestion by a soldier or a civilian who contributes his idea to the Army.

The AFF Developments Section, comprising 49 military specialists, is charged, among other functions, with establishing the military characteristics of materiel used by units of a field army. The Section initiates requests for research, development, and improvement of existing materiel; and it establishes requirements for new items to be used by individuals and units in a field army. It works in close coordination with the Training Section, Army Field Forces.

The Developments Section maintains liaison with other military and civilian research and development agencies. Personnel representing the Section are stationed at Aberdeen (Ordnance) Proving Ground; the Signal Corps Electrical Laboratories, Fort Monmouth; the Detroit Tank Arsenal, Michigan; the Quartermaster Food and Container Institute, Chicago; the Chemical Center, Maryland; the Air Materiel Command, Wright-Patterson Air Force Base; Boeing Aircraft Corporation, Seattle; Sperry Gyroscope Company, Long Island; General Electric Company, Schenectady; Bell Telephone Company Laboratories, Whippany, New Jersey; Johns Hopkins University Laboratories, Silver Springs, Maryland; and California Institute of Technology, Pasadena.

The Developments Section assigns projects to the AFF boards, evaluates reports of completed tests, recommends approval or rejection of tested items, or refers the project back for further development and testing. The four boards, in turn, are responsible to the Developments Section for the evaluation of all suggestions submitted to them—suggestions for the de-

velopment of new or the improvement of existing equipment, for review and study of foreign equipment, and for preparation of military characteristics of a proposed item and recommendations for its development. Working in close cooperation with the combat arms schools—Infantry, Artillery, Armored, and Antiaircraft—the boards assist in preparing basic training literature on the service and technical care of accepted materiel. The boards also study and review the performance of standard items.

Each board is headed by a president, a senior officer who is a specialist in one or more of the equipment fields over which his board has jurisdiction. There is an administrative group in each board. The test sections of the boards normally are commanded by directors, who are technical experts. Board members also are experts, outstanding in their technical specialties.

AFF Board No. 1, with a strength of approximately 440 military personnel, is composed of five sections, four at Fort Bragg and one, the Seacoast Service Test Section, at Fort Baker, California. The four sections at Fort Bragg are the Airborne Service Test Section, the Aircraft Service Test Section, the Communications and Electronics Test Section, and the Field

U. S. Army Photograph

The mobility of a 46-ton tank is tested in mud and mire.

Artillery Test Section. The board has jurisdiction over heavy weapons, their fire control and accessory equipment (other than man-carried equipment or equipment integral to armored vehicles), communications equipment, electronic devices, aircraft organic to a field army, airborne equipment and accessories, special equipment for airborne troops, equipment for supply by air (including cargo aircraft), maintenance equipment for these types, and air-transportability of field army equipment.

AFF Board No. 2, at Fort Knox, is composed of five test sections—the Automotive Section, the Medical Section, the Engineer Section, the Maintenance and Supply Section, and the Weapons Section. With a strength of 316 officers and men, Board No. 2 tests tanks—including their guns, ammunition, and fire control devices—armored personnel carriers, wheeled armored cars, high speed tractors and prime movers, tank recovery vehicles and transporters, wheeled cross-country carriers, trucks and automotive components, snow and jungle vehicles, wreckers, amphibious vehicles and swimming devices, vehicular type flame throwers, maintenance equipment for these types, and medical and engineer equipment used by a field army. Tests of engineer materiel are performed by Engineer troop units.

AFF Board No. 3, at Fort Benning, consists of approximately 170 military personnel. It has jurisdiction over small arms, mortars as large as 125mm, man-portable recoilless weapons, rockets and launchers under 4.5 inches, ammunition and fire control equipment for these weapons, individual instruments such as compasses and watches, portable flame throwers, antichemical protective clothing and equipment, individual clothing and equipment, rations, and animal equipment. The board's Animal Equipment Test Section is stationed at Camp Carson, in order to take advantage of the mountainous Colorado terrain.

Fort Bliss is the station of AFF Board No. 4. It comprises two subdivisions—the Antiaircraft Test Section and the Guided Missiles Test Section—with a total military strength of about 200. This board has jurisdiction over antiaircraft artillery and its fire control equipment; guided missiles and their launching, guidance, and control equipment; and maintenance equipment for these types of materiel.

An AFF Arctic Test Branch, with a strength of 238 military personnel, is expected to be in operation in Alaska by 1 July

1949. Equipment being tested by all four boards will be sent there for tests under arctic conditions.

When a suggestion for a new item of equipment is proposed, the AFF Developments Section relays the project to the appropriate section of the board having jurisdiction. A committee—which may be only one officer for minor items—begins to define the desired military characteristics of the new equipment. Whenever possible, the military characteristics are expressed in performance requirements and semi-technical descriptions, rather than in engineering specifications. This avoids placing limitations on the engineers of the technical services who later will design and construct the item. Frequently, however, some physical characteristics—such as size, weight, and ground clearance—necessarily are specified in the military characteristics.

Next, the proposal is reviewed by a Project Review Committee, normally headed by the director of the section and staffed by the sub-section chiefs who are experts in related fields. The proposal then is submitted to all other boards and to interested agencies for their review. The military characteristics of the proposed piece of equipment then are submitted to a Project Review Board, composed of a president, selected members of his staff, and directors of the test sections. Here a thorough appraisal is made of the comments and

U. S. Army Photograph

A 5-ton truck is tested under arctic conditions.

recommendations of other boards and interested agencies, and, if possible, any differences are resolved. After approval by the Project Review Board, a project report is forwarded to the AFF Developments Section, where it is studied by all interested staff divisions.

After AFF approval, the military characteristics of the new item are submitted to the Research and Development Group, Logistics Division, Department of the Army. Again there is careful and detailed analysis, coordination within the Army, and discussions with the Navy and Air Force, to avoid possible duplication of effort.

When finally accepted by the Army, the military characteristics of the new item are sent to the appropriate Army technical service with a directive to develop the new equipment. Scientists of the technical service make an engineering study. Frequently they report that certain military characteristics of the new item will require modification before the equipment is feasible from an engineering viewpoint. In this case, the military characteristics are redrawn to satify all interested agencies. With the military characteristics of the item firmly established, the technical service designers make preliminary blueprints from which a full-scale wooden mock-up is constructed. There is close coordination between the technical service and the AFF user during all steps in the development cycle. The user inspects the mock-up, pointing out difficulties or shortcomings. AFF boards may even employ a team of soldiers to locate deficiencies—a protruding partition in a tank, for example, which interferes with the smooth execution of gun drill.

Eventually the mock-up receives the combined approval of the builder and the user, and a steel pilot model, or prototype, is constructed by the technical service or by a private company under contract with the Army. When the pilot model undergoes its engineering tests—normally at the technical service's proving ground—the AFF is represented by its liaison officer with the technical service. Sometimes members of the board which originated the military characteristics and representatives from the Development Section attend. Weaknesses and limitations uncovered during the engineering tests are remedied by modifying the pilot model until the item passes its engineering tests.

The pilot model then is delivered to the AFF Board which originated the project. There the equipment is subjected to

rigorous users' tests, including conditions simulating actual combat. The new equipment is operated by soldiers in full field equipment over varying terrain, in differing weather and climatic conditions, and in conjunction with other items of materiel with which the new item normally will function in combat. Certain problems in maintenance, supply of spare parts, stowage and the like, are brought to light during these exhaustive tests. The new equipment frequently fails in the initial test and is returned to the technical service for required modifications. A proposed item may be discontinued altogether as a result of these tests.

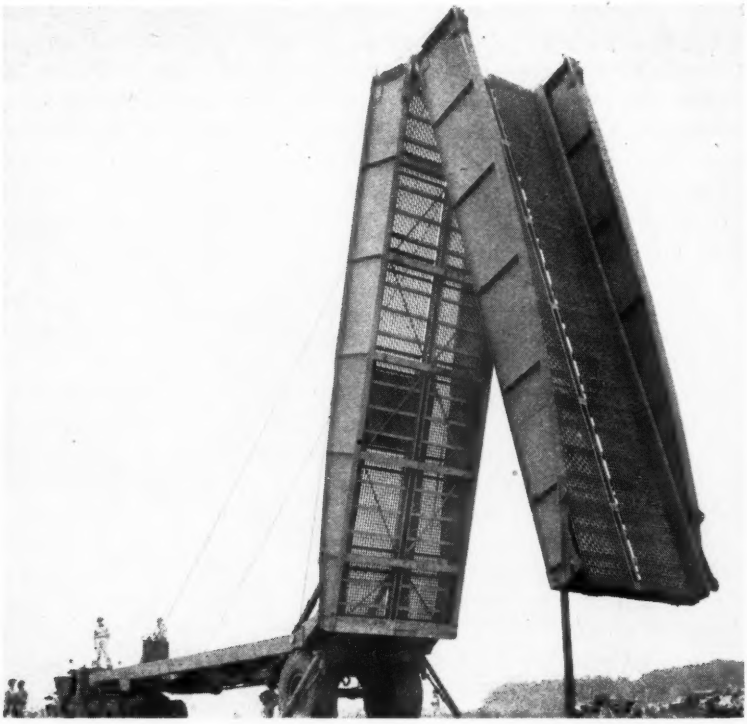
When the pilot model has successfully passed this phase, a Report of Test, including charts, graphs, and photographs is prepared by the project test officer. The report summarizes the findings and recommends whether or not the item should be adopted, and the basis of issue. Screened through various committees and boards, the report finally reaches the Department of the Army. Initial production of items recommended for adoption ordinarily is limited to a quantity sufficient to equip only one or more tactical units, such as a battalion or a regiment. The item is issued as standard equipment and the

U. S. Army Photograph

The crew of a recoilless rifle prepares for a firing test.

organization uses it for a period of from six months to a year. This is known as an Extended Field Service Test. During this period, additional weaknesses requiring modifications sometimes are discovered. After corrections are made, full quantity production may be ordered and the entire Army may be similarly equipped; provided, of course, that budgetary limitations or shortages of critical materials do not delay procurement.

In all, the development cycle—from the idea stage, through engineering and field tests and final acceptance—may require as much as four to eight years to complete. Out of the concentrated efforts of the AFF Developments Section, new items of equipment are steadily being added to our arsenal of tested weapons, to fortify the fighting potentialities of tomorrow's ground soldier.



U. S. Army Photograph

A scissors-type bridge, mounted on a trailer, is tested by Board No. 2.

A DIVISION TRAINS ITS TECHNICIANS

By

MAJOR GORDON E. SAYRE

WORKING with typewriters, wrenches, and skillets, selected soldiers of the 3d Armored Division are acquiring new skills as cooks and bakers, automotive mechanics, and clerks at the Fort Knox specialist training school. Since its inception in July 1948, the school—known as Division Trains—has graduated more than 5000 technicians.

The 3d Armored—one of the Army's six training divisions—prepares soldiers for duty Army-wide. Through the normal process of transfer and assignment, many of its soldier-technicians are now on duty in other Army units in the United States and overseas. Because of the proficiencies developed in the classrooms, garages, and kitchens at Fort Knox, a soldier in Alaska gets his clothing issue promptly, a deadlined weapons carrier in a Tokyo motor pool is quickly repaired, and infantrymen, back from a road march at Fort Benning, find an appetizing hot meal ready.

After an initial eight weeks of basic training with the 3d Armored Division, qualified soldiers are assigned to one of the four sections of the specialist training regiment—clerical training, supply training, automotive mechanics, or food service.

The clerical training section offers instruction in typing, filing, and clerical procedures. The largest part of the course consists of one hundred hours of typing, with more than 280 typewriters in use. Speed in typing determines the classification into which a school graduate will be placed. Those who attain a rate of more than 35 words a minute are classified as clerk-typists. Those who fall below this mark are designated clerks, general. Many of the students who have had no typing experience are able, upon graduation, to type more than 40 words a minute. Specific topics covered include the prepara-

MAJOR GORDON E. SAYRE, Inf., is Public Information Officer, Headquarters, 3d Armored Division, Fort Knox, Kentucky.

tion of morning reports, duty rosters, individual qualification cards, and history files.

At the Supply School, emphasis is placed on supply accounting procedures—the preparation of clothing and equipment allowance forms and the responsibilities involved in maintaining accurate supply records.

The Automotive Mechanics' School offers an eight weeks' course, divided into seven phases of instruction. The student first learns the use of simple hand tools in the assembly and disassembly of automotive parts. He later works on dead, and then live, engines. Experience with chassis adjustment and power transmission units follows. In the final stages, the student is taught vehicle maintenance—the checking of vehicles on a weekly, monthly, and yearly basis, and motor pool administrative details, including the preparation of trip tickets and accident reports.

Eye-catching, graphic training aids are used. Colorful charts and demountable units showing engines in cross section save many hours of explanation. Training films show the actual repair methods and maintenance techniques. Because of these devices, the student picks up mechanical knowledge quickly, and proceeds to his job with confidence. On almost any night, students and instructors may be found gathered in one of the shops or classrooms, rehashing some phase of the instruction that has been covered during the day. At these after-duty seminars, complete with coffee and cigarettes, students and instructors discuss the details of engine operation, vehicle servicing, and automotive repair with all the enthusiasm of hobby fans.

Many of the instructors are old-timers, with twenty to thirty years of duty in the Regular Army. Some have taught in civilian trade schools, high schools, and colleges. All show keen respect for the work that they do. One of the automotive instructors summed it up: "There are only two things I ever loved—women and engines."

Cooks, bakers, and mess stewards of the 3d Armored Division receive their trade training in the food service section of Division Trains. The Second Army Food Service School handles all instruction in this section. Eight weeks of classroom instruction are coupled with practical work in the division kitchens. Beginning with familiarization in the use of kitchen implements and the preparation of light meals, the instruction ranges through the more advanced phases of meat cutting,

the ordering of supplies, measuring food portions, preparation of special dishes, the use of spices, methods of mixing ingredients, and related culinary techniques.

After the first few weeks of classroom instruction, the student is farmed out for part-time duty as assistant cook or baker in one of the company dining halls. Starting with simple elements, he is given more difficult tasks until he can prepare a meal for an entire company.

The mess stewards' training section teaches, among other subjects, kitchen sanitation, plumbing requirements, range maintenance, safety precautions in the kitchen, and garbage disposal. A potential mess steward learns all elements of kitchen management, with particular attention to overall supervision of diet and menu planning.

Throughout all phases of instruction, students are given opportunity for practical application of the principles they have learned. They have ample time to practice typing, tinker with a repair job, or prepare some special dish on their own initiative. The skills developed here, the commanding officer, Lieutenant Colonel H. A. Miller, points out, not only enable new soldiers to achieve success in their professional careers, but also to contribute to the Army's effectiveness. Trained first as professional soldiers, then as technicians, the graduates of Division Trains are well-rounded specialists—adept on the firing line and in the repair shop and on the kitchen range as well.

U. S. Army Photograph

Specialist school trainees receive instruction in automotive mechanics.

Background of Hoover Report On Personnel Management

The Commission on Organization of the Executive Branch of the Government, of which The Honorable Herbert Hoover is Chairman, submitted its report on personnel management in the Executive branch to the Congress in February 1949.

The report is based on twelve months' work of a task force designated as the Personnel Policy Committee. This group, headed by Mr. John A. Stevenson, president of the Penn Mutual Life Insurance Company, included 17 distinguished civilians, drawn from the fields of science, higher education, law, politics, private enterprise and public administration.

After reviewing the principal deficiencies in Federal personnel management, the Commission put forward far-reaching recommendations. It proposed that the Civil Service Commission be reorganized as a staff (rather than as an operating) agency, with its chairman serving as adviser to the President on civil service matters. Decentralization of most personnel functions to the departments and agencies was suggested. Numerous policy revisions, improvements and simplifications of personnel procedures were urged upon the President and the Congress.

Supplementing the report were "additional views" advanced by The Honorable James K. Pollock, member of the Commission and chairman of the Department of Political Science, University of Michigan. Conceding that the Commission's report represents advances over current practices, Dr. Pollock observed that it "minimizes the shortcomings of the present civil service system." He added: "Many faults stem from Civil Service Commission rules and procedures under which agency officials are compelled to operate."

The significance to the Army of the Commission's proposals affecting civilian personnel management is apparent. In February 1949, according to the report of a Congressional committee, the Department of the Army had 370,024 civilians on its payroll; of these, 300,624 were in Stateside installations, while 69,400 were overseas. Civilians employed by all of the armed services totalled 894,737 (756,332 in the United States and 138,405 overseas).

The full 59-page report—"Personnel Management"—is obtainable at 25 cents a copy from the Superintendent of Documents, U. S. Government Printing Office, Washington, 25, D. C.

PERSONNEL MANAGEMENT

Extracts from the Hoover Commission Report

THE Federal Government's total civilian employment in the fiscal year 1948 averaged 2,043,000. Twenty years ago it was 570,000. This tremendous expansion, representing an increase of more than 300 per cent, has thrust a problem upon the Government.

The total salaries paid to civilian employees leaped in 20 years, from approximately $1,000,000,000 to $5,650,000,000 per annum. Expansion of the Government's civilian employment by millions has not been attended by necessary organizational adjustment, nor have the planning and administration of the personnel program kept abreast of the times and needs.

This does not mean that substantial progress has not been made by the Federal Government in introducing and promoting modern personnel management practices . . . Considerable improvement has been made. Nevertheless there are still outstanding deficiencies in the Government's vast personnel program which must be faced squarely and attacked vigorously.

What is Wrong with the Career of Civilian Service?

Centralization—Centralization of personnel transactions in the Civil Service Commission and in the central personnel offices of the departments and agencies stands in the way of a satisfactory handling of the Government's personnel problems.

Recruiting and Examining—Machinery for recruiting is not adapted to the variety and numbers of workers required. The Government too often fails to get the right man for the job or the right job for the man. Not enough time and effort are spent on recruiting our best young men and women for junior professional, scientific, technical, and administrative posts.

Rates of Pay—A Comprehensive pay administration policy for the entire Executive branch is long overdue. The four policies now in force lead to situations where pay varies not only from agency to agency but also within agencies. Too

many supervisors believe that action to reduce the number of persons in their units will result in their salaries being reduced, while increases in the number . . . will lead to their salaries being increased. This makes supervisors believe that they will be rewarded for inefficiency and encourages "empire building." Salary ceilings for professional, scientific, technical and administrative personnel are so low that many of the best men and women in these fields are forced to leave the Government service for private enterprise. Pay raises in recent years have not been proportional. The lowest pay grades have been increased between 43 and 56 per cent; the highest grade has been increased only 15 per cent.

Obstacles to a Career Service—Departments and agencies have failed to develop adequate programs for promoting career employees from one level of responsibility to the next. Inadequate opportunities are provided to employees for the presentation of suggestions designed to improve the Government's practices and procedures in the personnel field. The efficiency rating system is too complicated and the legal requirements that the system be used as a basis for both rewards and penalties stand in the way of . . . sound supervisor-employee relationships. Reduction-in-force regulations do not retain the best qualified persons. In view of the relative security offered by Government employment, the recruitment of 500,000 persons a year to fill vacancies caused by turn-over is an indication of the existence of low morale, due, in part, to poor supervisory practices. The separation of inefficient and unnecessary employees has been surrounded with so much red tape as to inhibit action.

What Must Be Done

The Commission proposes a far-reaching revision in structure and methods, in order to build a career service which will select our best citizens on merit, free of political influence, with . . . genuine opportunities for promotion in the service, and which will eliminate unnecessary and inefficient employees.

Top policy-making officials must be (and should be) appointed by the President. But all employment activities below these levels . . . should be carried on within the framework of the decentralized civil service system recommended in this report.

The Civil Service Commission should place primary emphasis on staff functions rather than on processing a multitude of personnel transactions.

Full responsibility for the administrative direction of the work of the Civil Service Commission should be vested in the chairman. (The Chairman of the Commission should serve in the President's office in a coordinate capacity with such officials as the Director of the Office of the Budget.)

Primary responsibility for recruiting and examining employees should be placed upon the departments and agencies.

The President, by Executive Order, should require all major departments and agencies to conduct vigorous recruiting programs for, and to examine and make final appointments to: (a) all high-level administrative, professional, and technical positions; (b) all positions peculiar to the agency; (c) any other classes of positions which, in the judgment of the Civil Service Commission, can be filled more effectively by the agencies.

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Considering increased costs and increased income taxes, the actual "take-home" salaries of employees of the upper grades are substantially less than in 1939. The Government is losing some of its ablest men to private employment.

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All applicants for civil service posts should be grouped into categories such as "outstanding," "well qualified," "qualified," and "unqualified." Within each quality category disabled veterans, then veterans, should be considered ahead of non-veterans. A recruiting system to place veterans in Federal positions should be operated through selected Government agencies for the next three or four years.

Appointing officers should be given more leeway than the present "rule of three" permits in the selection of personnel from among qualified applicants.

Far greater emphasis should be placed on the development and execution of programs designed to attract first-rate young men and women for subordinate (junior) professional, scientific, technical and administrative posts.

The Congress should be the source of the authority for all matters of Federal pay administration but should . . . limit its participation to establishing the minimum and maximum rates of payment within which all general adjustments in Federal compensation are to be made. Authority for all other phases of pay administration should be delegated to the Executive branch.

In granting authority to the Executive branch, the Congress should make it possible for the President to issue and enforce rules which will reward administrators and supervisors for actions which will reduce the number of persons on the Federal pay roll.

Rates of compensation for postal, clerical, subprofessional, and "blue collar" jobs should be fixed and adjusted in relation to locality, area, or industry pay differentials. For all other employees whose rates of pay are fixed on a nation-wide basis, the President should be authorized to direct the Civil Service Commission to review annually the Federal compensation levels and to make recommendations within the salary floor and the salary ceiling set by the Congress.

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This Commission believes that failure to take prompt and vigorous action to remove inefficient employees or deadwood from the Government service is a source of discouragement and despair to . . . able and efficient public servants.

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Congress should raise the present salary ceiling of $10,330 for career employees. It should increase legislative, judicial, and executive salaries at the level of assistant secretary, or its equivalent, and above.

The Civil Service Commission, as the central personnel agency, should, subject to the approval of the President, have responsibility for (a) the establishment of individual pay scales, including raises within grades for seniority and meritorious performance, and (b) fixing the standard which should govern the administration of the job evaluation plans in all departments and agencies.

Employees should receive periodic salary increases within their job grades only when the supervisor will certify . . . that the employee's performance and conduct warrant.

Departments and agencies should be required, under the direction of the Civil Service Commission, to work out specific programs for promoting career employees. The Civil Service Commission should be given the authority and resources for developing a program which will open up promotion opportunities across agency lines.

The heads of departments and agencies should be required to provide for the positive participation of employees in formulating and improving personnel policies and practices.

The efficiency rating system should be simplified and should be used solely to develop a better understanding between supervisors and employees.

Congress should amend the law dealing with reductions in force to insure the retention in the Federal service of men and women who are best qualified . . . irrespective of other considerations. Ranking (for retention purposes) should be approached from the point of view of "which employees should be retained" rather than which should be eliminated. Career employees who are laid off as a result of reduction in force should be given special consideration for other Federal jobs.

The President should direct the heads of all departments and agencies to put into effect a simple, clear cut, and intelligent procedure for discharge of incompetent employees.

The Civil Service Commission should be given the responsibility for developing a pattern of personnel office operation which will give each head of an agency a clear picture of whether his personnel office or offices are now overstaffed. The Civil Service Commission should be required to develop standards for the operation of personnel offices in the departments and agencies.

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Government can never compete on a dollar-for-dollar basis with private industry for persons for its top positions. It can and should, however, treat such persons in an equitable manner. This it is not now doing.

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Agency heads should be directed by the President to make sure that their personnel offices place primary emphasis on advising operating officials, and that most personnel activities are carried on by operating officials.

Conclusion

To bring about the reforms set forth in this report, certain changes must be made in personnel laws . . . The actions which may be taken as a result of the recommendations, are to be subjected to just one test: namely, their ability to provide the United States Government—particularly in our scientific, administrative, technical, and professional jobs—with men and women of unquestioned ability, integrity, and devotion to the common good. We cannot entrust the Government of today to second-rate men and women.

ABILITY COUNTS, NOT DISABILITY

By

HENRY L. BUCKARDT

FROM D-Day to D plus 10 in Normandy, United States troops suffered 11,000 wounded. During the same period, twice as many Americans were injured in Stateside automobile accidents —and this despite gasoline rationing. In fact, during World War II, there were seven times as many amputations at home as at the fighting fronts—120,000 as compared with 17,000 military.

In a typical peacetime year, accidents in factory, home, and on the highway seriously disable an estimated 350,000 persons, of whom 250,000 are men and women of working age. Nor does this include thousands disabled each year by disease and in other ways. In all, the physically handicapped form a sizable segment of the population—an estimated 28,000,000 persons. The maximum employment of this vast manpower pool is vital to the Nation's productive effort, particularly in time of war or other emergency.

Under stress of World War II, the productive capacities of disabled workers were brought into full play. Employers quickly learned that physically handicapped persons often made the most competent employees. By the end of World War II, a Civil Service publication was able to report that, based on actual experience, such deficiencies as the loss of a hand, arm, both legs, the loss of one or both eyes, the deformity of a hand, arm, or both legs, as well as defective hearing or heart trouble, did not hamper full production in industry or in Government employment.

Recently the Department of Labor, in cooperation with the Veterans Administration, completed a two-year survey of 11,000 seriously handicapped workers, comparing their productivity with that of 18,000 unimpaired workers doing the same work

HENRY L. BUCKARDT is a staff member of the Personnel Policy Board, Office of the Secretary of Defense.

in 109 plants. The survey showed that the efficiency of the disabled group was slightly higher than that of the able-bodied workers. They were also more stable, changing jobs less frequently. They achieved better work attendance records, and were more careful, as evidenced by the fact that they had a lower incidence of disabling injuries than did the unimpaired workers. The disabled group proved to be unusually versatile, too; when properly placed, they were able to do any normal type of work, from unskilled to the most exacting.

To encourage wider employment of handicapped persons in Government and industry, an energetic campaign has been launched, backed by the President, the Congress, the U. S. Civil Service Commission, the Department of Labor, the Veterans Administration, and the Federal Security Agency. The Munitions Board, in planning for the maximum use of manpower in any future emergency, is currently studying the wartime and postwar achievements of disabled workers as a group.

Among the Government departments, the Armed Forces have set an example in placing physically handicapped civilians —among them a substantial percentage of veterans—in appropriate jobs. The Army has even authorized the postwar reenlistment of 5000 disabled veterans to fill certain categories of Regular Army assignments. In addition, the Army at present employs among its civilian personnel nearly 16,000 disabled veterans; the Navy more than 20,000; and the Air Force nearly 10,000. All three services are placing hundreds of physically impaired civilians each month; and, in some Naval ordnance depots, these workers comprise as much as 16 per cent of the civilian personnel.

The Department of the Army schools its civilian personnel officers in the policies and procedures governing placement of the physically handicapped. Studies are continually being made to determine the minimum physical requirements for particular jobs, with a view to widening the area of utilization.

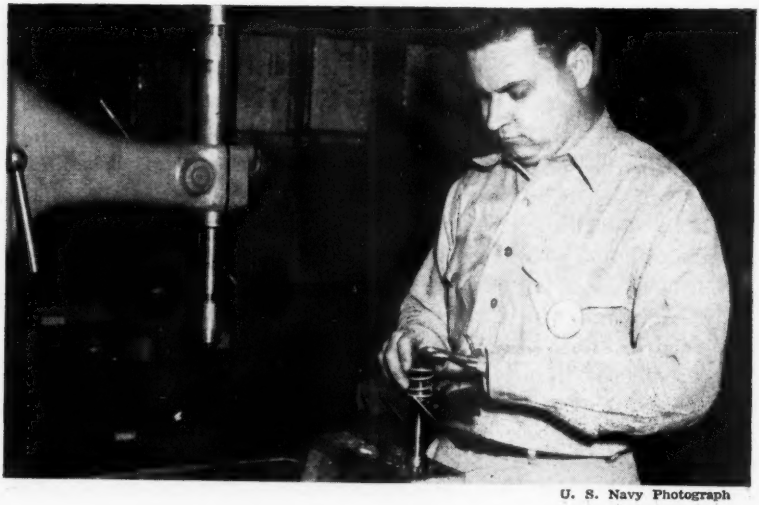
While most of the Nation's disabled millions are today gainfully employed, the United States Employment Service's postwar records show that there are still approximately half a million physically handicapped persons, including 70,000 disabled veterans, out of work—men and women who are actively seeking employment. To enlist public support for placement of these willing workers, the Congress, by a joint resolution approved 11 August 1945, designated the first week in October each year as National Employ-the-Physically-Handicapped

Week. Later, a permanent Presidential committee was established in the Department of Labor, to advance the program, with the wartime Navy Surgeon General, Vice Admiral Ross T. McIntire, as chairman.

Outstanding response was obtained during the October 1948 NEPH campaign. The 170 participating organizations, with outlets in every county in the Nation, accounted for 27,200 placements, including 14,400 disabled veterans. The Civil Service Commission alone placed 680 handicapped persons during October, bringing its total since October 1942 to 97,475. Of this number, 31,400 were disabled veterans.

Completed rehabilitations—the restoration of handicapped civilians to gainful employment—reached a record total during 1948, when 53,000 disabled men and women were prepared for and placed in appropriate jobs. The average cost of retraining and rehabilitating each disabled person was $500; but this cost was more than offset by increased earning capacity. During the first year after training was completed, for example, the 53,000 handicapped persons who had returned to gainful employment grossed wages totalling $83,000,000.

Employing the disabled is a 52-week a year problem, the President has pointed out. Underscoring his declaration, the Secretary of Defense has directed the three military departments to devote to this endeavor "continued and increased emphasis, in areas where it will be most productive."



U. S. Navy Photograph

DIGEST OF SPEECHES

Extracts from speeches and public statements pertaining to the National Military Establishment

General Bradley:

MILITARY ASSISTANCE TO NORTH ATLANTIC NATIONS

In considering the North Atlantic Treaty and its important corollary, the military assistance program for our friends, we ought to ask ourselves: are we following a national pattern fully supported by the American people? Our avowed purpose has been to rebuild Western Europe in order that it may be self-sufficient and secure. Economically, through the European Recovery Program, we are attaining this purpose. Politically, through the North Atlantic Treaty, we would be strengthening their will and their institutions for self-help. As a soldier, I feel that the natural and essential sequel is to strengthen them security-wise with a military assistance program. . . .

Here are some of the things we expect to gain by joining this Pact of collective security. First, eleven friendly nations assure us that they will stand with us.* Second, eleven nations signify that, to the limit of their abilities to resist, no aggressor could count them among his satellites. From a purely military standpoint, the combined population of the twelve nations is more than 300 millions of people—an important military-political factor to the group of nations, and especially to our Nation, in the event we are ever called upon to defend ourselves in another total war.

Fourth, the industrial potential of our eleven friends is not small. Their combined steel production in 1948 is estimated at 37 million tons, while we produced 89 million tons in the United States. Their natural resources, and their ability to manufacture the weapons of war as well as the basic life-giving commodities of peace, are important contributions to the security of the Western world. And, like the population question, the transfer of the industrial potential of any one of these nations from our combination to any aggressor, would be a double liability. . . .

Geographically, many of these member nations are already in positions where any aggression into Western Europe would be a conquest of their homelands. I assure you that our frontiers of collective defense lie in common with theirs in the heart of Europe.

In World War II we had the costly experience of making, on the Normandy beaches, the greatest amphibious assault in history, to gain a toe-hold in Europe from which we could launch the final attack for victory. That beachhead cost the United States 21,000 casualties in the first 10 days. I was a commander in that sea-to-land assault and I hope that the occasion shall never arise when I might again be called upon to participate in such a hazardous and costly operation.

Any plotting aggressor realizes—just as friendly Europeans realize—that, in the final analysis, Western Europe can be saved only by the Western Europeans. Americans realize that neither American dollars nor American arms can, in themselves, give Europe security. But if we Americans, together with the Western Europeans, believe that economic assistance can bring economic stability, we should also believe that military assistance can bring military stability to us all. . . . Given sorely needed materials, and the proper training, European divisions, established on their own home territory in Western Europe, will be in a firm position of readiness. I have no doubt that, given the assurance of aid and the means to resist, they will contest resolutely any threat of aggression. . . .

The Joint Chiefs of Staff are in unanimous agreement that our strategy, in case we are attacked, must rely on sufficient integrated forces of land, sea, and air power to carry the war back to the aggressor, ultimately subjugating the sources of his military and industrial

* Great Britain, France, Canada, Belgium, the Netherlands, Luxembourg, Denmark, Norway, Italy, Portugal, and Iceland.

power. Plans for the common defense of the existing free world must provide for the security of Western Europe without abandoning these countries to the terrors of another enemy occupation. Only upon that premise can nations closest to the frontiers be expected to stake their fortunes with ours in the common defense.

At no time in our history has it become so important that we be utterly sincere, and profound in our integrity. If we are convinced that the European Recovery Program promotes peace through economic stability, and that the North Atlantic Treaty establishes strength for democracy through political stability, then we should adopt the Treaty wholeheartedly.

From a statement by General Omar N. Bradley, Chief of Staff, United States Army before the Senate Foreign Relations Committee, 3 May 1949

The Honorable William H. Draper, Jr.:
ON CIVILIAN CONTROL OF OCCUPIED GERMANY

The Army has carried out the great and difficult tasks of occupation not through choice, but because the Army had the needed organization and was on the ground when World War II ended. And since then no other department or agency of our Government has been prepared to take over this task. As early as 1945, General Eisenhower as Chief of Staff, and Judge Patterson as Secretary of War, recommended to the President that the occupation in Germany be placed under civilian control. This recommendation has been repeated by General Clay and by Secretary Royall many times since. The Army has desired to be charged only with the military phases of occupation, and much prefers that the State Department or some other civilian agency exercise the powers of government in our occupied territories.

I no longer have any official responsibility and speak only as a private citizen. But, in my opinion, the time has come when this issue should be settled. Unquestionably, only a disciplined and powerful military organization could grapple with the desperate situation in Germany during the first months and even years of occupation. For a time it was touch and go whether any organization could avoid starvation and disaster. But the internal crisis in Germany is past. There are still the external German questions—its relation to the rest of Western Europe and the world-wide problem with Russia. But these problems—even in cold war—are diplomatic and not military.

Both the State Department and the Economic Cooperation Administration deal with all of the countries concerned with European recovery and, better than the Army, could evaluate, in the course of actual administration, the needs and problems of Germany as an integral part of Europe.

The State Department now decides policy for Germany, after consultation with the Army. And the system, on the whole, has worked surprisingly well. But direct operation by the State Department, through its own civilian High Commissioner, would eliminate the unnecessary Army channel of communications, and should work far better. It would also mean that the State Department's own diplomatic representative, rather than the Army Commander, would make the spot decisions required on the ground, with their inevitable impact on foreign policy.

Perhaps even more important at this time is the fact that a constitutional federal German government is imminent. The top American representative in Germany will deal with the leaders of the new German government. The entire concept of American governmental philosophy makes it most desirable that a civilian High Commissioner, representing the President of the United States, transmit this Government's views and directives to the German government. The Army, of course, would stay in Germany and assist the civilian High Commissioner in every possible way. But, after four years of occupation, the time has come when the military should give place to the civilian.

The Honorable William H. Draper, Jr., former Under Secretary of the Army in an Army Day address, St. Louis, Missouri